ADMINISTRATION AND REGULATORY AFFAIRS

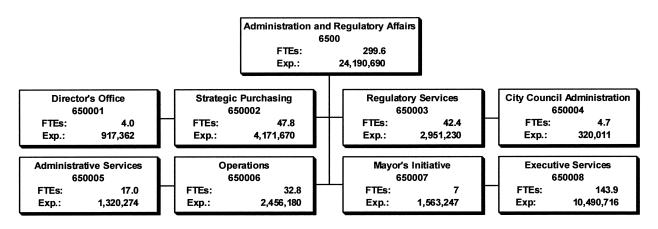
Department Description and Mission

The Administration and Regulatory Affairs Department serves the citizens of the community and provides support to the City departments through sound management of the City's financial activities. It implements and monitors policies and procedures concerning the administrative, insurance management, procurement and regulatory affairs of the City.

The department's objectives are to:

- o Demonstrate integrity, accountability, consistency, and professionalism.
- o Provide excellent customer service.
- o Emphasize strategic financial planning and performance reporting.
- o Maximize the effective and efficient use of public funds.
- o Follow directives and policies of City Council and City management.
- o Build a cohesive team based on trust, respect, and mutual support.

Department Organization



Note: Certain functions are contained within the Administration and Regulatory Affairs budget although they report elsewhere within the organization.

Fund Name : General Fund

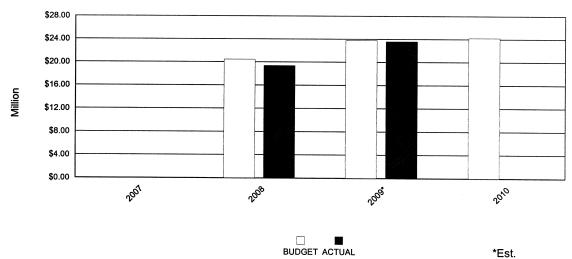
Fund No./Bu	rea Name :Administration and Regula us. Area No. :1000 / 6500	FY2008 Actual	FY2009 Current Budget	FY2009 Estimate	FY2010 Budget
	Personnel Services	16,732,244	19,934,239	19,595,305	20,836,339
	Supplies	393,694	378,356	378,054	341,671
	Other Services and Charges	2,489,171	3,431,621	3,575,974	2,978,629
	Equipment	0	0	0	0
	Non-Capital Equipment	49,562	16,892	21,081	10,000
Expenditures	Total M & O Expenditures	19,664,671	23,761,108	23,570,414	24,166,639
	Debt Service & Other Uses	(301,277)	30,105	30,105	24,051
	Total Expenditures	19,363,394	23,791,213	23,600,519	24,190,690
Revenues		195,233,545	192,602,689	193,842,475	189,559,253
	Full-Time Equivalents - Civilian	262.3	304.9	300.3	299.6
Staffing	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	262.3	304.9	300.3	299.6
	Full-Time Equivalents-Overtime	1.8	1.8	1.8	2.2

o The Administration and Regulatory Affairs Department will strive to maintain quality service levels and best practices.

Budget Highlights

- o FY2010 Budget includes continuous progression toward fulfilling the Mayor's One Stop Permitting Initiative for the City of Houston, funding for the 3% salary increase, and the 1.25% Pay for Performance per the HOPE union agreement.
- o The following reductions are included in the FY2010 Budget: Mayor's E-Catalogue (\$240,000), Strategic Purchases Build Out (\$40,000), Termination Pay (\$55,500), Various Expenditure line items (\$250,185).

Administration and Regulatory Affairs Current Budget vs Actual Expenditures



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FISCAL YEAR 2010 BUDGET -

Business Area Group Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Fund No./Bus. Area No. : 1000 / 6500

Group
Description

Group Objectives

650001 Directors Office

Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees.

Improve administrative and regulatory functions citywide by exercising sound management through improved training, balanced scorecard, and other management tools, resulting in a fair and sound budgeting practice and a new strategy of maximizing revenue.

650002 Strategic Purchasing

Develop, implement and manage citywide policies and procedures for purchasing goods and services. Ensure that the City's cost is maximized through the use of market research, maximization of competition and utilization of Strategic Purchasing websites.

Seek to assure the purchasing needs are fullfilled through minimizing purchasing cycle time, consolidating requirements in fewer contracts and achieving purchasing savings that meet or exceed twice the annual budget and offering cost effective purchasing alternatives.

650003 Regulatory Services

Regulate utilities (electricity, natural gas, private water companies). Administer ordinances related to regulation of vehicles for hire & certain permits for alcohol-related businesses. Manage franchises for the use of City rights-of-way.

Process permitting and licensing requests, conduct enforcement activities for vehicles for hire and certain commercial & alcohol permits to ensure public safety. Ensure value is obtained for use of public right-of-way by public entities.

650004 City Council Administration

Manage all administrative functions of City Council including payroll, accounts payable, human resources, vendor payments and travel expenses. Create and maintain detailed budget reports.

We strive to utilize the most efficient office procedures in our effort to provide excellent service to City Council Members and their staff. We continually work on developing smarter work processes.

650005 Administrative Services

Provide administrative and accounting supports for financial accounting, budgeting, human resources, asset management, accounts payable, payroll, policies and procedures for Administrative and Regulatory Affairs and various City departments.

Provide proactive, responsive, reliable and timely services for the administrative functions to our client departments with the utmost level of accountibility, integrity, due diligence and in compliance with all City ordinances, policies and procedures.

650006 Operations

Organize and manage the citywide records program. Deliver accurate, reliable and timely payroll and financial services. Organize, develop and supervise revenue-generating contracts and operations. Provide mail room services to 611 Walker, City Hall / City Hall Annex.

Earn the trust and respect of our clients by providing innovative, effective, and efficient service. Be known for our expertise, helpfulness, and creativity. Be tenacious problem solvers focused on customer satisfaction.

Business Area Group Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

	FY	2008 Act		FY2009 Estimate			FY2010 Budget		
Group Performance Measures	Group Activities	Budget FTEs	Group Costs \$	Group Activities	Budget FTEs	Group Costs \$	Group Activities	Budget FTEs	Group Costs \$
	100.05				407			201	
Revenues Realized	103.05			100.0			100		
360°/Benchmarking		5			8		I	12	
Mgmt & Performance Evaluations		3			10			14	
Customer Service Survey	N/	/A			I/A			16	
		3.0	1,292,644	·	3.8	902,093	1	4.0	917,362
Purchasing Savings (\$)	25	М		30	OM		30	DΜ	
Avg Days to Award Contract	12	25		1	20		1.	20	
		47.0	4,156,153		49.0	4,323,846	4	7.8	4,171,670
Commercial Permits Issued	45,00	00		38,0	000		38,0	00	
Vehicle Inspections Perfmd	5,93	35		6,2	:00		6,2	00	
Utility Cust Req Handled	56	S5		9	83		6	00	
Total Revenue managed (\$)	190,726,78			192,965,0			190,334,4		
		38.2	1,829,107		43.2	2,884,979	4	2.4	2,951,230
Requisitions Processed	11	5		1	00		1:	20	
New Hire/Sal. Adjustment Submitted	999	%		100	0%		100	9%	
		4.0	249,595		4.0	296,675		4.7	320,011
HR Selection to Start Days	N/	Α			12			11	
Acct. Trans. Processed	7,05	52		6,1	00		8,75	50	
Policy & Procedure Developed/Updated		4			10			11	
Trainings Processed	30	0		3	25		30	00	
		15.6	966,208		18.0	1,367,117	1	7.0	1,320,274
Records Schedules Maint	27	0		3	00		30	00	
Pieces of Mail Handled	1,600,00	0		1,800,0	00		1,800,00	00	
Increase Asset Disposal	N/	Α		N	/A		20	%	
Revenue		•			207			0.4	
Increase Printing Revenue	N/		0.404.55:	10)%		15		
		24.5	2,184,331		33.2	2,566,031	32	2.8	2,456,180

FISCAL YEAR 2010 BUDGET -

Business Area Group Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Fund No./Bus. Area No. : 1000 / 6500

Group Description	Group Objectives
650007 Mayor's Initiatives	
Respond to initiatives that the Mayor tasks to ARA. Develop a business plan & strategy that addresses the needs. Administration of the Burglar Alarm section for the COH. One Stop Permitting Initiative, the development of an online permitting & payment portal.	Develop innovative and best practices solutions to enhance and refine municipal government products and services for both internal and external customers.
650008 Executive Services	
Oversee departmental performance, responsible for regional public policy initiatives, City's emergency management & City's	Coordinate citywide initiatives. Improve departmental performance. Ensure City's preparedness and recovery from disaster. Answer citizans' calls 7 days a week. Produce

performance. Ensure City's preparedness and recovery from disaster. Answer citizens' calls 7 days a week. Produce special events for citizens. Provide comprehensive strategies to deter gang activity and delinquency.

Business Area Group Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Group Performance	3	2008 Act		FY2009 Estimate			FY2010 Budget		
Measures	Group Activities	Budget FTEs	Group Costs \$	Group Activities	Budget FTEs	Group Costs \$	Group Activities	Budget FTEs	Group Costs \$
Burglar Alarm Permits		/A		91,0			100,00		
Alarm Permit Revenue (\$)	N	/A		6,300,0	000		6,930,00	00	
		0.0	0		7.0	1,509,213		7.0	1,563,247
Wkly Reports to the Mayor	·	52			52			52	
Emergency Mgmt Activations		5			8			8	
311 Calls Handled/Month	200,0			210,0			210,00		
City Special Events Trainings for Anti Gang	1	70 /A			347 225			1 7 00	
Trailings to Anti Gang	I	130.0	8,682,319	1	142.1	9,750,565	ł		10,490,716
Total		262.3	19,363,394	= 3	00.3	23,600,519	299	9.6	24,190,690
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									·
·									

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

JOB DESCRIPTION	PAY GRADE	FY2009 Current Budget FTE	FY2010 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	55.0	52.0	(3.0)
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	5.0	7.0	2.0
ACCOUNTANT	17	1.0	1.0	
ACCOUNTANT ASSOCIATE	14	2.0	1.0	(1.0)
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ADMINISTRATION & REGULATORY AFFAIRS DIREC	CTC 37	1.0	1.0	
ADMINISTRATION MANAGER	26	8.0	7.0	(1.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	4.0	1.0
ADMINISTRATIVE AIDE	10	0.7	3.7	3.0
ADMINISTRATIVE ASSISTANT	17	12.0	10.0	(2.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	3.0	3.0	, ,
ADMINISTRATIVE ASSOCIATE	13	5.0	3.0	(2.0)
ADMINISTRATIVE COORDINATOR	24	6.0	7.0	`1.0 [°]
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	20.0	19.0	(1.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	0.0	2.0	2.0
ADMINISTRATIVE SUPERVISOR	22	3.0	4.0	1.0
ASSISTANT BUYER	12	1.0	1.0	
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	6.0	2.0
ASSISTANT PURCHASING AGENT (EXE LEV)	30	1.0	1.0	
CHIEF ADMINISTRATIVE OFFICER	39	1.0	1.0	
CLERK	5	0.0	1.0	1.0
COLLECTIONS SUPERVISOR	18	1.0	1.0	
CONTRACT ADMINISTRATOR	22	1.0	1.0	
COUNSELOR	20	0.0	6.0	6.0
CUSTOMER SERVICE CLERK	10	2.4	0.3	(2.1)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	, ,
CUSTOMER SERVICE REPRESENTATIVE I	13	6.0	7.0	1.0
CUSTOMER SERVICE REPRESENTATIVE II	15	1.0	2.0	1.0
CUSTOMER SERVICE REPRESENTATIVE III	16	3.0	3.0	
CUSTOMER SERVICE SUPERVISOR	18	1.0	0.0	(1.0)
DATA ENTRY OPERATOR	8	6.0	1.0	(5.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	5.0	4.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	1.0	3.0	2.0
DEPUTY DIRECTOR FINANCE (EXE LEV)	36	3.0	3.0	
DIVISION MANAGER	29	8.0	7.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	0.0	1.0	1.0
EQUIPMENT OPERATOR II	10	1.0	1.0	
EVENT COORDINATOR	19	3.0	3.0	
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FINANCIAL ANALYST III	21	0.0	1.0	1.0
FINANCIAL ANALYST IV	25	2.0	1.0	(1.0)
FIXED ASSET SPECIALIST	13	1.0	1.0	,
HEARING OFFICER	27	1.0	1.0	
HUMAN RESOURCES MANAGER	27	0.0	1.0	1.0
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	` -/
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	
IRM MANAGER	29	1.0	1.0	
MANAGEMENT ANALYST III				
	21	3.0	1.0	(2.0)

Fund Name

General Fund

Business Area Name

Administration and Regulatory Affairs

Fund No./Bus Area No. :

1000 / 6500

JOB DESCRIPTION	PAY GRADE	FY2009 Current Budget FTE	FY2010 Budget FTE	Change
MARKETING SPECIALIST		1.0		Change
OFFICE SUPERVISOR	25	3.0	1.0	
PROCUREMENT SPECIALIST	17	8.0	3.0	
PROGRAMMER ANALYST IV	24	6.0 1.0	8.0	
PURCHASING AGENT (EXE LEV)	25	1.0	1.0	44.00
PURCHASING AGENT (EXELEV) PURCHASING MANAGER	32		0.0	(1.0)
	27	3.0	3.0	
RECORDS ADMINISTRATOR	23	2.0	1.0	(1.0)
RECORDS MANAGER	25	0.0	1.0	1.0
REGULATORY INVESTIGATOR	11	3.0	4.0	1.0
REGULATORY SUPERVISOR	20	2.0	2.0	
SENIOR 3-1-1 TELECOMMUNICATOR	15	22.0	21.0	(1.0)
SENIOR BUYER	22	4.0	4.0	
SENIOR CASHIER	10	2.4	1.2	(1.2)
SENIOR CLERK	8	3.0	2.0	(1.0)
SENIOR COUNSELOR	22	0.0	1.0	1.0
SENIOR CUSTOMER SERVICE CASHIER	13	0.0	1.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	0.0	1.0	1.0
SENIOR GIS ANALYST	24	1.0	1.0	
SENIOR IMAGING TECHNICIAN	13	1.0	0.0	(1.0)
SENIOR OFFICE ASSISTANT	12	1.0	1.0	
SENIOR PROCUREMENT SPECIALIST	27	11.0	11.0	
SENIOR REGULATORY INVESTIGATOR	14	10.0	8.0	(2.0)
SENIOR STAFF ANALYST	28	4.0	6.0	2.0
SENIOR STAFF ANALYST (EXE LEV)	28	4.0	4.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	5.0	8.0	3.0
STAFF ANALYST (EXE LEV)	26	4.0	1.0	(3.0)
STAGE SUPERVISOR	15	1.0	1.0	(= -/
STUDENT INTERN II	10	0.7	1.2	0.5
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	2.0	2.0	
SYSTEMS SUPPORT ANALYST IV	25	3.0	3.0	
TRAINING ADMINISTRATOR	24	1.0	1.0	
Total FTEs		306.2	304.4	(1.8)
Less adjustment for Civilian Vacancy Factor		1.3	4.8	3.5
Full-Time Equivalents		304.9	299.6	(5.3)

Business Area Revenue Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Commit Item Description	FY2009 Current Budget	FY2009 Estimate	FY2010 Budget
6500020001 ARA - SPD			
452030 Miscellaneous Revenue	500,000	500,000	500,000
6500030001 ARA - Transportation			
421220 School Bus Licenses & Permits	10,500	16,610	11,900
421230 Taxicab Licenses & Permits	960,400	960,400	909,600
421570 Limousine Permits	590,000	590,000	590,000
421580 Charter Bus Permits	152,200	152,200	153,200
424110 Other Interfund Services	0	2,405	. 0
426240 Limousine Inspection Fees	48,000	48,000	36,875
426330 Miscellaneous Copies Fees	0	20	0
428080 Returned Check Charges	300	600	288
Total ARA - Transportation	1,761,400	1,770,235	1,701,863
6500030002 ARA - Franchise Administration			, ,
416010 Electricity Franchise Tax	97,879,664	97,879,664	95,584,506
417010 Telephone Franchise Tax	48,700,000	48,550,000	47,150,000
418010 Natural Gas Franchise Tax	21,276,375	21,276,375	21,727,470
419010 Cable TV Franchise Tax	14,160,000	13,715,000	14,400,000
419040 Solid Waste Hauler Franichise Fee	5,520,000	5,900,000	5,685,600
419050 Spur Track Franchise Fee	20,426	20,426	20,426
419070 Fiber Optics Franchise Fee	324,674	324,674	309,350
419090 Telecomm Franchise Fees - Prior Year	0	150,000	0
419120 Solid Waste Franchise Fees-Prior Year	0	50,000	0
421590 Right-of-way Permits	272,900	283,000	272,500
Total ARA - Franchise Administration	188,154,039	188,149,139	185,149,852
6500030003 ARA - Commercial Permitting	, ,	, .,	,
421100 Occupation Licenses	140,000	140,000	130,000
421130 Decals for Coin-Ope.Amusement Machines	405,000	1,200,000	400,000
421140 Dance Licenses	80,000	70,000	80,000
421150 Liquor Licenses	1,000,000	900,000	1,010,000
421280 Other Licenses & Permits	30,000	35,000	30,000
423010 Other Grant Awards	50,000	50,000	0
428080 Returned Check Charges	0	0	288
452020 Recoveries & Refunds	0	238,516	0
Total ARA - Commercial Permitting	1,705,000	2,633,516	1,650,288
6500070001 ARA - Central Payroll	.,,.	_,000,0.0	.,000,200
426290 Other Service Charges	102,250	102,250	102,250
6500070007 ARA - Asset Disposition/PDMO		•	, , , , , , , , , , , , , , , , , , , ,
434205 Sale of Scrap Metal	5,000	40,000	5,000
434225 Sale of Non-Capital Equip. & Merchandise	375,000	535,000	450,000
Total ARA - Asset Disposition/PDMO	380,000	575,000	455,000
5500080002 ARA - Emergency Management	300,000	3.0,000	400,000
490110 Transfer from Grant	0	100,879	0
6500080005 ARA - Special Events	-	·-,	•
421410 Permit Preparation Fees	0	11,456	0
Total Administration and Regulatory Affairs	192,602,689	193,842,475	189,559,253

Business Area Expenditure Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Commi Item	t Description	FY2008 Actual	FY2009 Current Budget	FY2009 Estimate	FY2010 Budget
500010	Salary Base Pay - Civilian	11,939,803	14,307,489	14,066,455	14,948,327
	Salary Part Time - Civilian	102,460	100,461	108,970	81,848
	Overtime - Civilian	93,394	65,666	115,805	121,066
500090	Premium Pay - Civilian	10,369	66,000	15,673	20,150
500110	Bilingual Pay - Civilian	46,801	54,397	52,420	54,419
	Temporary Employees	41,321	12,000	12,000	12,000
500210	Pay for Performance-Municipal	25,082	33,000	46,500	33,000
500250	HOPE UNION BUSINESS USAGE	0	0	1,200	1,200
501050	Employee Awards	1,975	2,500	2,500	5,000
	Pension - Civilian	1,868,899	2,138,504	2,088,868	2,197,402
501120	Termination Pay - Civilian	171,028	184,327	239,268	78,827
501160	Vehicle Allowance - Civilian	14,362	19,029	13,763	16,903
502010	FICA - Civilian	901,973	1,109,807	1,074,085	1,152,232
503010	Health Ins-Act Civilian	1,389,450	1,723,629	1,635,467	1,802,177
503015	Basic Life Insurance - Active Civilian	14,806	19,574	10,345	8,626
503060	Long Term Disability-Civilian	35,591	25,733	24,783	25,179
503090	Workers Compensation-Civilian-Admin	57,291	57,023	59,142	63,018
503100	Workers Compensation-Civilian-Claim	5,945	4,500	10,925	9,674
504020	Compensation Contingency	0	0	0	194,923
504030	Unemployment Claims	11,694	10,600	17,136	10,368
Total	Personnel Services	16,732,244	19,934,239	19,595,305	20,836,339
511015	Cleaning & Sanitary Supplies	0	300	300	300
511020	Construction Materials	3,103	3,000	3,000	3,000
511025	Electrical Hardware & Parts	0	2,020	2,020	2,020
511030	Mechanical Hardware & Parts	0	2,000	2,000	2,000
511040	Audiovisual Supplies	5,107	22,650	22,650	19,850
	Computer Supplies	67,015	26,493	26,493	26,207
	Paper & Printing Supplies	4,264	11,845	12,612	15,211
511055	Publications & Printed Materials	6,116	4,200	4,200	3,354
	Postage	32,791	31,070	30,303	35,359
	Miscellaneous Office Supplies	109,392	118,788	118,136	99,839
	Medical & Surgical Supplies	0	12,740	12,740	8,740
	Small Technical & Scientific Equipment	0	8,700	8,700	8,700
511110		27,479	28,920	29,270	28,920
	Vehicle Repair & Maintenance Supplies	177	6,000	6,000	5,900
	Clothing	13,820	17,400	17,400	10,757
	Food Supplies	12,288	4,400	4,400	5,000
	Small Tools & Minor Equipment	5,982	20,000	20,000	16,390
	Miscellaneous Parts & Supplies	106,160	57,830	57,830	50,124
Total	Supplies	393,694	378,356	378,054	341,671
520100	Temporary Personnel Services	240,230	79,267	176,552	73,180
520101	Janitorial Services	6,943	4,200	4,200	4,200
520102	Security Services	10,141	10,260	10,260	10,260
	Subrecipient Contract Services	0	650	650	18,513
520105	Accounting & Auditing Services	0	1,121,772	1,121,772	1,099,249
520106	Architectural Services	15,186	0	0	0
520107	Computer Info/Contr	19,950	0	0	0
520108	Information Resource Services	20,000	0	1,254	0
520109	Medical Dental & Laboratory Services	50	300	300	300
	Management Consulting Services	488,147	385,500	407,500	140,500
520113	Photographic Services	105	1,100	1,100	1,100
520114	Miscellaneous Support Services	208,213	102,167	129,916	116,601
520115	Real Estate Lease/Office Rental	60,161	97,457	97,457	55,067
	Refuse Disposal	11,769	18,750	18,750	18,750
520119	Computer Equipment/Software Maintenance	14,351	109,784	109,784	108,501
520120	Communications Equipment Services	0	10,000	10,000	10,000

- FISCAL YEAR 2010 BUDGET -

Business Area Expenditure Summary

Fund Name : General Fund

Business Area Name : Administration and Regulatory Affairs

Commi	it Description	FY2008 Actual	FY2009 Current Budget	FY2009 Estimate	FY2010 Budget
Item	-				
	IT Application Svcs	25,702	82,229	82,229	82,024
	Office Equipment Services	299	2,050	2,050	1,050
	Vehicle & Motor Equipment Services	29,344	39,559	39,559	34,287
	Construction Site Work Services	84,696	0	0	0
	Criminal Intelligence Services	0	978	978	1,580
	Mail/Delivery Services	1,455	4,288	4,288	4,570
	Print Shop Services	26,308	26,068	27,730	25,353
	Printing & Reproduction Services	54,766	43,320	43,320	34,605
	Advertising Services	37,226	49,200	49,200	49,200
	Insurance Fees	6,539	7,465	8,537	11,123
	Assessments - Other Governments	48	500	500	0
	Membership & Professional Fees	6,603	11,671	11,023	16,456
	Education & Training	36,670	31,013	31,013	27,824
	Travel - Training Related	17,138	109,554	86,554	38,645
	Travel - Non-Training Related	29,033	59,772	57,772	58,159
	Building Maintenance Services	93,551	40,000	40,310	6,000
	Sewer Services	488	450	1,000	450
521415	Land and Grounds Maintenance	4,475	4,200	4,200	4,200
521505	Electricity	19,147	28,187	28,187	23,662
	Natural Gas	1,063	1,829	1,829	1,018
521605	Data Services	73,266	134,937	134,937	135,853
521610	Voice Services	415,645	328,154	328,154	334,741
521615	Radio Communications	0	3,000	3,000	3,000
521620	Voice Equipment	15,213	51,005	51,005	53,555
	Voice Labor	38,502	5,768	12,011	5,768
521705	Vehicle/Equipment Rental/Lease	14,608	11,750	11,750	11,750
521715	Office Equipment Rental	78,095	86,305	86,305	88,671
	Other Rental	21,207	41,270	41,270	39,910
	Parking Space Rental	106,010	132,257	134,257	141,269
	Legal Services	(115)	0	0	0
	Freight Charges	0	1,000	1,000	0
	Cashier Shortages	0	200	200	100
	Miscellaneous Other Services & Charges	153,143	141,335	141,335	75,100
522735	Interfund Communication Equipment Repair	3,800	11,100	11,100	11,000
522795	Other Interfund Services	0	0	9,876	1,485
Total	Other Services and Charges	2,489,171	3,431,621	3,575,974	2,978,629
551010	Non-Capital Office Furniture & Equipment	23,662	8,600	8,600	10,000
	Non-Capital Computer Equipment	25,900	8,292	12,481	0
Total	Non-Capital Equipment	49,562	16,892	21,081	10,000
531040	Other Principal Retirement	867	0	0	0
	Transfers to Convention & Entertainment	(335,548)	Ö	0	Ö
	Transfer to Fleet/Eq	33,404	30,105	30,105	24,051
Total	Debt Service and Other Uses	(301,277)	30,105	30,105	24,051
Gra	and Total Expenditures	19,363,394	23,791,213	23,600,519	24,190,690
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